

Chen~~ADMINISTRATIVE - INTERNAL USE ONLY~~

11 March 1986

NOTE FOR: Bob Gates

SUBJECT: Examples of Intelligence Uncongenial to the Policymakers

1. Would be worth mentioning CIA's long tradition of telling it like it is. Many examples, of which the best known is Vietnam, where for years CIA's analyses drew flak from successive Administrations -- but have since been universally given high marks by historians. I (RMG) intend to continue CIA in just that tradition.

2. This has in fact been my (RMG) record over the last two and a half years, since I became the chief of CIA's Directorate of Intelligence and, concurrently, Chairman of the National Intelligence Council -- that entity which produces and coordinates the National Intelligence Estimates prepared by the entire US Intelligence Community. Examples of instances during this period where our candid analyses and estimates have not necessarily pleased committed policymakers have included:

- a. Lebanon (above all).
- b. Certain military questions concerning the Middle East (Arab-Israeli arms balance).
- c. Certain military questions concerning Europe (Soviet CW, and Threat to NATO Air Bases).
- d. The Philippines.
- e. Certain questions concerning South Asia (India-Pakistan: prospects for hostilities).
- f. Certain questions concerning southern Africa (South Africa's Policy Agenda).
- g., h., etc. . . .

3. The above are just my personal quick thoughts, not the NIC's studied wisdom.

cc: Graham Fuller
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Chrono
Hal Ford

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